NORTH CENTRAL REGION HAWK

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To Be Ready, Responsive, and Relevant

SEMPER VI

Crew Resource Management

Leaders are conditioned to believe they are infallible human beings, with an abundance of experience and knowledge that makes them capable of amazing feats and assured success. In reality, leaders are human beings with all of the associated weaknesses that make any human capable of failure. In Crew Resource Management (CRM) the leaders must tap into the crew or team to help them compensate for human factor-induced performance errors. Managing the crew or team within the scope of CRM will help ensure proper actions are taken during mission activity.

Crew Resource Management is the effective utilization of all available resources, including personnel, equipment, material and information to achieve safe, efficient and effective operations in a mission. It is a means to combine technical proficiency with effective crew coordination to provide the best opportunity for mission success. Mission failure can usually be traced back to crew/team leaders not making use of available resources to make valued situational assessments and proper decisions.

Problems Attributing to Sortie/Tasking Failure:

- Lack of Support- crew/team members fail to back up another during a heavy workload situation
- Procedures are Ignored- procedures are ignored due to time pressure or the criticality of the situation
- Judgment Problems- priorities are not managed properly and crew/team distractions distort the judgment process
- Discipline Problems- corners are cut or there is inadequate control of the situation at critical times during the operation
- Stress Problems- crew/team members can not adapt to the rate of change in an unusual or emergency situation
- Emotional Problems- aggression or overt submissiveness within the team affecting personal relations
- Management Pressure- pressure from upper authority to expedite or complete a task in a manner that does not fit the situation or rate of change
- Communications Problems- communications is not open to an exchange of information due to the cultural differences within the crew or team

Crew Resource Management is the constant conscious thought process, behavior, unit coordination and resource management by a leader to cope with changing situations to improve the potential for success.

Proper Crew Resource Management is the combined effect of teamwork, which exceeds the sum of the individual actions. It is a synergy that is a force multiplier during a mission. The application of good CRM can minimize any combination of the above attributes of failure.

Every conceivable problem and difficulty during a mission is possible. The only thing that anyone can expect is that during the mission or the very next problem that is faced will probably be the one, which was never trained for, or was not prepared to be dealt with.

The key to good Crew Resource Management is that every mission is a team effort.
There are six areas of concern to establish good CRM:

Briefing

Briefings are used in CRM to analyze current, future, and past plans of action. A good leader will take the time to brief his/her crew or team before the sortie. A good leader using CRM will take the time during the mission sortie/task to brief the team with updated information and concerns as a form of problem solving and situational awareness. Following the mission, good CRM requires a crew/team debriefing following the operational debriefing. This crew/team debriefing should accentuate the positive and teamwork, while still discussing, but not dwelling upon the negative.

Communication/Interpersonal Skills

Communication and interpersonal skills would include polite assertiveness, active listening, feedback, and the sharing of vital information. All crew/team members must be aware of the vital nature of information and the desire for open communications. The CRM leader will encourage the exchange of ideas, and the reporting of information to make quality situational assessments. To improve communications, there must be an emphasis on crew/team member individual responsibility in the performance of the assigned tasks. The information held by a crew or team member might very well be the information needed to make a valued assessment and decision.

Situational Awareness

Situational awareness is the ability to accurately perceive what is going on in the operational environment, and extend that information to the planning of several solutions for any situation that may occur. It is a form of mental multi-tasking, sorting information that is coming in from the team and applying it to the rate of change of the situation. Situational awareness promotes on-going questioning, crosschecking and the fine-tuning of perception, by information gathering. It is mental preparation for the inevitable, the probable, and the possible. Situational awareness is learning something from every experience, in preparation for the next experience.

The Decision Cycle

The practiced decision cycle involves the integrated process of assessing the problem, exercising judgment, making the decision, and solving the problem. After repeated use, making decisions is but a sequential method of attacking a situation so the response is natural and positive. The decision cycle should be instant, natural and never consist of any involved thought process. However, it does require good CRM to gather the information to make the right decision in a timely manner. Performance problems during an emergency situation are not the result of a lack of knowledge or skill. Problems result from the inability to utilize the considerable information at hand, to recall information previously learned, or to utilize information from the crew/team.

Leadership/Followership

The leader of a crew or team carries a special responsibility. The leader is responsible for accessing and managing the available resources to safely complete the mission. Within this ‘command’, there should be a legitimate ‘avenue of dissent’, where conflicting points of view or differences of opinion can be represented. Whereas the decisions of the leader are to be supported by the crew/team, every crew/team member is responsible for actively contributing to the team effort. The ‘followers’ must monitor the changes in the situation, and assert themselves when necessary. If there is an assumed ‘avenue of dissent’, there will be a great opportunity for a cascade of responsibilities throughout the team in the form of delegation and follow-through.

Stress Management

Stress is inherent in any emergency situation, with every crew/team leader bringing his or her own residual stress in the form of physical or mental fatigue. A crew/team under stress before the mission will likely have it magnified when in a stressful emergency situation. CRM requires the leader to read and accommodate each team member’s stress level to detect any decline in performance that affects the team effort. Stress management also requires the leader to

anticipate, recognize and adapt to his/her own stressors. Open communications and good situational awareness tends to lessen a stressful situation.

CREW'S CONTROL

Simple Ways to Make Your Life Safer

The general public counts on community emergency services to provide aid during a time of need. No matter what public services are available for emergencies, it is still up to the public to do what they need to do to prepare for all forms of disaster. If you assume the government or your employer will take care of all your needs to ensure your safety, you may be gravely disappointed when a disaster occurs and the plans in place do not fit your particular situation. There is a lot the public can do to make life safer, which in turn may limit the need for an emergency assist.

At Work:

- Know your building's evacuation plan and routinely practice evacuation drills with your department.
- When you walk throughout the building, take special notice of the placement of fire extinguishers, fire alarm 'pull' stations, first aid kits, and exits.
- When walking into another room, take special notice the locations of all exits, fire escapes, and fire extinguishers.
- Routinely practice fire drills with your department.
- Volunteer to be part of your company's risk management team or safety committee.
- If your company does not have a disaster response plan, offer to be part of a committee to develop one.
- Keep your cell phone fully charged and on hand for use.
- Keep a flashlight and spare batteries near your workstation.
- Take fire extinguisher training through your company or contact your nearest fire station.
- Take training and maintain proficiency in basic first aid and CPR.
- Make sure your entire electrical 'plug-in' equipment has the proper type plug, and the wires are not frayed.
- Locate more than one way in and out of your building.

At Home:

- Place at least one fire extinguisher centrally located on each level of your home.
- Develop and routinely practice an evacuation plan from your home.
- Place a first aid kit in every bathroom, and one in the kitchen.
- Establish a 'collection point' at a neighbor's house you and your family will go to, in case you ever have to evacuate.
- Build and use a 'safe room' in case of a tornado.
- Place smoke alarms throughout the house, and change the batteries each year on your birthday.
- Keep a flashlight with extra batteries readily available in each bedroom, living room, kitchen, and family room.
- On 'New Years Eve' day, make it a point to inspect all electrical appliances in your home for frayed cords or over-loaded wall plugs-ins. (Start your New Year right!)
- If you have a fireplace that burns wood or coal, have the chimney cleaned twice a year, during the first week of spring and the first week autumn.
- Practice driving from your home to the nearest hospital at least once a month to get an idea of how long the trip would take in an emergency and the busy intersections to avoid.
- On Mother's Day, make it a point to clean out unnecessary chemicals from under your sinks, and then go do your mother's sink area as well.
- On Father's Day, make it a point to clean out all unnecessary flammable material from around the house and dispose of it properly, then go do the same for your father's house.

On Vacation or Away From Home:

- Make it a point to check the air pressure on the tires of your car at least once a month.
- Always let a close friend or relative know where you are going, when you expect to arrive, and when you will be returning.
- Keep a flashlight and spare batteries, first aid kit, and emergency clothing readily available in your car.
- If you are staying in a hotel, after you check into your room, locate the nearest fire extinguishers and fire escape from your room before you find the pool.
- Count the number of steps it takes to get from your hotel room door to the nearest fire escape/exit.
- In your wallet or purse, maintain a list of medical history, current medical conditions and medications you are on, in case there is a need to go to an emergency room that will not have a record of your medical history.
- While staying at a hotel with your family, establish a 'meeting place' you will collect at if there is an unexpected evacuation from the hotel.

It is likely that upon reading this that the reader can think of several more 'simple ways to remain safe'. If so, I encourage you to contribute to this list and send it on to those you care about who should strive to remain safe.

THINGS I NEVER LEARNED FROM THE REGULATIONS- Comments from the Field

"In wilderness SAR, I wish they had a regulation or manual discussing how to deal with farm or ranch dogs protecting the homestead as I drive up to ask directions or conduct a witness interview. The dogs have a lot of teeth, are never small, nor glad to see strangers." NEWG

ALCYONEUS NOW

Emergency Government Support

In the post-9/11 homeland defense planning, a large-scale disaster will activate the United States federal government emergency response plan. This national response plan will coordinate local, state, and national resources. The following timelines will occur:

- Hours 0-6

  Local emergency medical services (EMS), fire, law enforcement, and first responders are activated and respond to the scene. The Incident Command System is locally managed.

  If the disaster response is expected to extend past 24 hours, the Incident Commander must request the state government declare a "state of emergency".

  The federal response is activated. Depending on the severity of the disaster, the Office of Emergency Preparedness (OEP) may take over Incident Command.

  A large-scale disaster with severe consequence management concerns activates the Federal Emergency Management Agency (FEMA).

  If the incident involves radiation material, the Federal Radiological Emergency Response Plan (FRERP) is activated.

- Hours 6-12

  The Centers for Disease Control (CDC) are contacted to evaluate the disaster to determine if it is terrorist related, and requires the release of emergency supplies in the form of "12-hour push packs" from the National Pharmaceutical Stockpile (NPS).

If necessary, 50 tons of medical supplies to counteract almost any chemical or biological threat will be shipped to arrive on-site for distribution within 12 hours of request.

In large-scale medical disasters, Metropolitan Medical Strike Teams (MMSTs) will be used to coordinate local, state, and federal medical response teams.

Patients are sent to area hospitals as part of the Public Health Service (PHS) medical response as pre-arranged under the National Disaster Medical System (NDMS).

- Hours 12-24

  If the extent of medical care is severe enough, Federal Disaster Medical Assistance Teams (DMATs) will be activated to perform medical care and evacuation.

  If the incident involves chemical, biological, or radiological incidents, the National Contingency Plan (NCP) for hazardous material is activated.

  Supplement materials will be supplied in Vendor Managed Inventory (VMI) packages.

- Hours 24-36

  The Environment Protection Agency (EPA) will be on-site coordinating the removal of waste.

- Hours 36-48

  MMSTs will be demobilized.

- Hours 48 and Greater

  FEMA coordinates long-term disaster relief.

CARRYING THE FIRE

Demonstrating Competency to Potential Clients

Within our emergency services operations, we must find more ways to expand our clientele. The days of waiting to be called on for the SARSAT missions from Rescue Center have been displaced by an expected readiness to support Homeland Security needs. That means being prepared for anything associated with disaster relief operations. A proactive emergency services operation will go after the potential homeland security clients and demonstrate their capabilities to establish the business and connection prior to the need. The following should be considered to promote client satisfaction with the potential to use your services.

The Ten 'F's of Client Satisfaction in Demonstrating Competence:

- **Focus**- Focus on the needs of the potential client in the demonstration. If you disengage from what they want and need to see, they will likely disengage from you. Your demonstration is for their immediate benefit, as your benefit is in the long return of investment.

- **Friendly**- Demonstrate that you and your staff care about the client's needs in emergency services. You actually need them more than they need you (at least at this point) and your desire to impress the dickens out of them should make you and your staff beam with professional pride, welcome and warmth.

- **Flaunt**- Tastefully and tactfully explain to the potential client your expertise and experience. There are two parts of any pitch; communicating your knowledge about the system/procedure and how it relates to their needs, and successfully demonstrating the competence you want them to see. (As my Dad used to tell me, "if you got it, flaunt it")

- **Fumbling**- The worst thing you can do is to fumble the demonstration. A successful demonstration requires many flawless practices before you are ready to show it to a potential client. Imagine if you were the client and all you experienced from a demonstration taking up your valuable time is; "If this would have worked, this is what you would have seen (or experienced). It usually works well, but we could not make it work today for some reason." Few clients will request a system or procedure that 'usually works well'. Your clients will want to know the success rate of your operations.

- **Facilitate**- Facilitate a thorough and safe operation. Your potential client may be seeing this for the first time. Your demonstration must have deliberate movement and presentation as if you and your staff were on a stage performing. Each movement or progression is in an almost exaggerated motion. Cutting corners or moving too fast may confuse the potential client. You can always tell them that actual operations go much faster and smoother than the demonstration.

- **Funny**- Make sure the potential client remains relaxed and enjoys the experience. This may mean a less than serious tone during the demonstration. A learning situation is more enhanced and remembered when associated with some humor, than with stress.

- **Factual**- Know what you are doing and honestly present the strengths and limitations of the system/procedure. If you do not know the answer to a direct question, state you do not know and will make every attempt to find out for them. When you do have an answer to their question, make a special effort to get back to them.

- **Failure**- If the demonstration fails, do not make excuses for why it failed, do not speculate. State that it failed and you will determine the cause and get back to them when it is fixed. If your demonstration is partially successful, see 'Fumbling' above.

- **Finale**- After the demonstration, thank the potential client for his or her time, cooperation and patience. Answer any questions to the best of your ability and promise to get back to the client with those questions you cannot currently answer. Provide the client with a contact business card and a one-page summary of the benefits of using the Civil Air Patrol and this particular system or procedure.

- **Follow-through**- Within two weeks after your demonstration, contact the potential client and ask if you can stop by to discuss the possibilities for using the Civil Air Patrol to meet their needs. This two week 'waiting period' will give your potential client an opportunity to think about the demonstration and how it relates to his or her needs and operations. If you can meet with the client, make sure you do not press your points. Just briefly apply the points you want to make that will benefit the client, and offer assistance anytime there is a need.

ON SOLID GROUND

Rescue Leadership On-Site

The expertise of the United States Air Force Auxiliary lies in the search phase of mission operations. We talk of search and rescue, but rarely does it involve a rescue attempt to free a victim from a life-threatening situation. There may come a time when the mission may demand a rescue.

It will be the relaxed and authoritative leader that will get the job done. A leader that can keep the team calm and busy will control the chaotic situation the team finds itself in. There are a number of considerations the leader must address on-site in a rescue operation. The leader must assess, act, and anticipate.

Assessment- There must be a continual assessment of the situation:

- What has happened and how will it affect the rescue operations

- What is the condition of the victims
- What risks are inherent to the site
- What hazards are recognizable in the environment and how can they be neutralized
- What resources are available for help and what resources will be needed

Act- The team must act immediately to improve the situation:

- Locate, stabilize, and monitor the health of the victims
- Eliminate the hazards that can be eliminated and guard against creating new hazards
- Protect the team from all risks
- Contact mission base with essential information to complete rescue operations
- Secure the site for investigation

A good on-site leader will not work on the actual rescue operation, but will delegate the duties out and manage the situation.

Anticipate- Until the team is relieved from control of the site, the leader must monitor the well being of the victims and the team:

- A 'pre-plan' should have been established prior to arrival for tasks the team members must complete on site
- Anticipate and prepare for changes in the weather
- Anticipate when additional resources are needed
- Keep an eye on time and when it is necessary to speed up the recovery process
- Anticipate if there will be a need for immediate evacuation, stay and wait, or go for help

The on-site leader must know when the rescue is over: When…….

- All victims have been turned over to a responsible medical response team
- Law enforcement has taken over control of security on site
- All gear/equipment is accounted for and properly stowed away
- The team members have all been checked over for injuries
- The team has safely returned to mission base
- A debriefing has been completed
- A 'Critical Incident Stress Debriefing is considered/completed

The most demanding job in a search and rescue operation is the on-site rescue operation. When the mission is completed, special care for the well being of the responding team members must be considered. A good team leader will follow-up and make sure they all get home safely to recuperate from what they experienced during the operation.

SURVIVAL SENSE

Getting Rid of Radioactive Fallout

Fallout from a nuclear explosion has been referred to as a fine to coarse sand. That 'sand' is radioactive. To remove the danger, remove the 'sand'. This 'sand' can be almost anywhere and everywhere a small particle of material can be blown by the winds. If you think your clothing has fallout on it, remove the outer clothing and leave it outside before going indoors. Once inside, if you have access to water and soap, wash and rinse those areas of the hair and skin that may have been exposed. It is important to softly wash and not scrub as the scrubbing action may rub the radioactive material into the skin. Make sure the wash and rinse water is allowed to drain away, carrying potentially harmful fallout particles with it.

Most of your food should come from tightly covered containers, which will be safe to use if you wash away the radioactive dust that may be on the outside. Fruit and vegetables that have been washed and carefully peeled, as well as any food that is free of dust or grit, may be eaten.

Water that has been stored in covered containers, from covered wells, or undamaged water systems may be used and should be safe to drink.

MISSION READY

Exercises for Mission Observers/Scanners – For a Pain in the Neck From Doing Your Job

The prescribed method for observation and scanning is bound to give the crew dog assigned this responsibility a royal pain in the neck and lower back. The Observer/Scanner is locked into a seat with a chest and waist belt with the only comfortable sitting position facing forward. However, the scanning methods require the member twisting in the seat to face out the windows at the side to do his or her job. This is the beginning of a lower back twist and strain that will start during the sortie, and can sometimes end well after the mission has been completed. While sitting in this uncomfortable position the crew dog must scan the ground with a technique that can either lead to neck pain, and/or eyestrain. It is not easy being an Observer or a Scanner.

Here are some tips to limit the neck pain and eyestrain:

- Eyestrain and eventual headaches can occur if the head/neck remains locked and stable while the eyes do the moving across the scanning range.
- Neck strain and eventual headaches can occur if the eyes remain fixed and the head moves across the scanning range.
- In scanning, maximum effectiveness is achieved in short, regularly spaced eye movements, with the head moving in short sweeps to give the eyes a new range to scan. The key to limiting eyestrain and neck pain is to combine the head and eye movements.

It is recommended that the Observer/Scanner do stretching exercises prior to climbing aboard the aircraft. Stretching can help relax the muscles, increase circulation, and generally make you feel better while you are in the cramped cockpit of the plane during the sortie. A routine exercise and stretching program of your muscles will also serve to strengthen them to prevent injury.

The following is suggested as exercises within the confines of the cockpit en route to the sortie objective:

- Back Stretch-
    - While in the seat, with the seat belt locked, lean as far forward as you can to stretch
    - Keep your head down and your neck relaxed for 10-20 seconds
    - Use your hands to ‘climb’ up your legs and push yourself upright
    - With your feet flat on the floor of the cockpit and your knees relaxed, clasp your hands behind your head
    - Gently turn your torso at the waist to the left until you can feel the stretch
    - Hold for 8-10 seconds
    - Repeat with a gentle turn to the right until you can feel the stretch
    - Hold for 8-10 seconds
    - Release and relax
- Neck Stretch-
    - Move your chin down towards your chest until you can feel the stretch and hold for 10 seconds
    - With your chin up, your shoulders facing forward, turn your head to the left until you can feel the stretch and hold for 10 seconds
    - With your chin up, your shoulders facing forward, turn your head to the right until you can feel the stretch and hold for 10 seconds

    - With your chin up, your shoulders facing forward, slant your head sideways moving your left ear towards your left shoulder until you can feel the stretch and hold for 10 seconds
    - With your chin up, your shoulders facing forward, slant your head sideways moving your right ear towards your right shoulder until you can feel the stretch and hold for 10 seconds

- Shoulders and Arms-

    - Interlace your fingers behind your head, and slowly move your elbows back until you can feel the stretch and hold for 10 seconds
    - Interlace your fingers behind your head, and slowly move your elbows forward in and towards each other until you can feel the stretch and hold for 10 seconds
    - Hold your left arm just above the elbow with your right hand and look to the left
    - Gently pull the elbow towards the right until you can feel the stretch and hold for 10 seconds
    - Hold your right arm just above the elbow with your left hand and look to the right
    - Gently pull the elbow towards the left until you can feel the stretch and hold for 10 seconds

- Hands and Wrists-

    - Separate and straighten your fingers until you feel a stretch and hold for 10 seconds
    - Relax and bend you fingers at the knuckles and hold for 10 seconds
    - Relax and make a fist of each hand and hold for 10 seconds
    - Relax and wiggle your fingers and shake your hands loose for 10 seconds

- Eyes- (recommended to be done about once an hour during the sortie- make sure to have another crew member take over your scanning area while you do this)

    - Close your eyes, but not tightly
    - Place the palms of your hands over, but not touching the eyelids, with your fingers touching your forehead
    - Take several deep breathes and try to visualize a relaxing setting without opening up or allowing light to get to your eyes
    - Hold for 20 seconds, and then uncover your eyes
    - Then return to you scanning

- Eye Refocusing- (recommended to be done about every 20 minutes of a sortie during scanning- make sure to have another crew member take over your scanning area while you do this)

    - Look at the tip of the wing
    - Relax and focus on it for 10 seconds
    - Look at something within arm's reach in the cockpit
    - Relax and focus on it for 10 seconds
    - Look at something on the ground at least a half mile away
    - Relax and focus on it for 10 seconds
    - Then return to your scanning

When your neck, shoulder and lower back pain makes sitting in the cockpit of an aircraft difficult there are three conservative treatments that are recommended between sorties:

- Initially treat the localized pain area with cold compress or ice pack for no longer than 15 minutes at a time. Ice should never be placed directly on skin for more than 5 minutes. The rule of thumb is 'ice for the first 24 hours, heat after that'.

- Over-the-counter anti-inflammatory medications (ibuprofen, naproxen) or pain relief medications (acetaminophen, aspirin) can provide optimum relief with limited side effects. No pain-relief or anti-inflammatory medications should be taken for a prolonged period of time. Consult with your physician for the type of medication you should use and the length of time to use it.

- Heat is an easy and effective way to control localized pain and muscle spasms. Heating pads for 15-20 minutes at a time are ideal. In the absence of a heating pad, a soft terry cloth towel soaked in warm tap water will suffice until a heating pad can be found.

GOING FROM GOOD TO GREAT

Working Smarter, Not Harder with Goals and Objectives

The best teams in sports set goals for achievement for that season, in that year. The goals will be their road map for success. But what about those years when the teams do not achieve their goals? Were they failures because they did not? In business management, the importance lies in setting the goal then setting daily, weekly or periodic objectives you must meet to reach that goal line. A goal will give you the destination, giving your life purpose and direction. The objectives provide the output you will need to reach your goals. A goal is nothing more than an idea for a desired outcome or result. Written goals and well thought out objectives are the tools you will need to reach them. Successful people write down their goals and objectives. A goal that is not written down is only a wish. An objective not written down is an empty promise.

Types of Goals

- Give-Up Goals (quitting smoking, losing weight, stopping swearing)
- Go-To Goals (becoming the best leader, obtaining a higher pilot rating)

Characteristics of Effective Goals

- Goals need to be specific and clear
- Goals must be realistic and achievable
- Goals must be measurable
- Goals must be challenging
- Goals must be adjustable to changing conditions
- Goals should not conflict with another
- Goals must be long-range with target dates
- Goals must be written down and reviewed often

How to Set Goals

Before you can sit down and write out your goals, you have to have a vision of where you want to be and when you want to be there. This vision leads to your mission. Your mission is your purpose for being; to serve, to perform, and to provide. Then write down where you want to be within your mission. This will be the basis for your goals. After this is done, write down the things that you will have to do to get there. These will be your core objectives.

Once this is done, go back through the list of your 'goals' and apply the characteristics of effective goals to each and modify them accordingly. The pitfall to avoid is feeling you are setting a permanent course you must follow for life. Your goals are going to be written on paper, not etched in stone. Your personal life or professional opportunities will be subject to constant change. That is the essence of evolution. As you achieve your objectives, there may be some things that will become more significant, whereas others less important. You will want to change your goals to meet your own changing values, desires, opportunities, or external demands.

DID YOU KNOW?

Mixing Your Meds

If you routinely take a low-dose aspirin to protect your heart, do not take ibuprofen a couple of hours before. Ibuprofen is usually known commercially as Motrin or Advil, and often used as an anti-inflammatory for arthritis sufferers. It is also good for those aches and pains associated with several hours of aircrew, ground team, or mission base activity. The ibuprofen you take a couple of hours before the low-dose aspirin can block the anti-clotting effect of the aspirin. If you need to regularly take ibuprofen, you may be neutralizing the benefits from the aspirin. Try taking the ibuprofen several hours after you take the aspirin. But, your best bet is to contact your personal physician about how these drugs may interact and when you should be taking them.

CHECK IT OUT!

If you are interested in reading one of the best texts available regarding search and rescue, check out this best seller; 'The Greatest Search and Rescue Stories Ever Told: Twenty Gripping Tales of Heroism and Bravery', edited by Joseph Cummins from The Lyons Press, copyright 2002. (ISBN 1-58574-801-7) It is dedicated to "All the Heroes", and this book pays due homage to search and rescue heroes from around the world and in our history going as far back as the years just prior to the outbreak of World War II. In twenty well-written stories, the reader is immersed in the tales from those who accomplished or directly witnessed heroic acts and bravery 'so others may live'. Of particular interest to the reader may be the minute-by-minute account of the 11-September Disaster at the World Trade Center, from those responders who were there within minutes of the first aircraft crashing into the first tower. If you are deeply involved in Emergency Services, or know someone who is, this book is a 'must read'. Once you get started reading it, you will find it difficult to put down.

Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros

Your command is only as strong as the weakest link within the command.

If you are not cheating in a fight, you are not trying very hard.

The perfect mission is run by the people on the front lines.

If you get to thinking that you're an officer of some influence, try ordering another officer's troops around. (from an old U.S. Cavalry saying)

FAMOUS QUOTES

He who has never learned to obey cannot be a good commander. (Aristotle)

SUBMISSIONS

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the 'North Central Region Hawk' will be sent out on or about 15-Dec-2003. Please have information you would like to be considered in that issue to my attention no later than 01-Dec-2003.